



**MAKING
GOVERNMENT
WORK BETTER** | adopting lean
principles to improve
customer service

Rhode Island Department of Environmental Management

STRATEGIC PRIORITIES

apply lean principles to make key DEM processes more efficient and to improve the customer experience

- ✓ Improve customer service
- ✓ Increase efficiency & improve business processes



priorities lean activities spotlight successes contact

LEAN INITIATIVE

focus on procedural improvement and problem solving with a goal of eliminating waste, removing unnecessary steps, reducing wait and processing times

KEYS TO SUCCESS

- ✓ Management commitment
- ✓ Dedicated staff lead
- ✓ Expert support



priorities **lean** activities spotlight successes contact

ACTIVITIES



- 20-member Lean team
- 11 Lean “Kaizen” events
- 2 Kaizen events planned for Fall 2015
- 150+ DEM staff members trained
- OMB, DEM leading statewide Lean 101



priorities lean **activities** spotlight successes contact

SPOTLIGHT EVENT

freshwater wetlands:
general information process

PROBLEM

Existing office schedule limited staff availability to conduct field inspections

TEAM

Office of Water Resources: biologists, supervisors, management

ACTION

- Reduced staff office time from 70 to 20 hours per week
- Collected data to create standardized factsheets
- Secured backup from partner office; cross-training



priorities lean activities **spotlight** successes contact

SPOTLIGHT EVENT

freshwater wetlands:
general information process

OUTCOMES

Monthly inspections increased tenfold within first 3 months

CONTINUOUS IMPROVEMENT

FAQs | Staff Training | Website | Checklists

MAKING RI BETTER

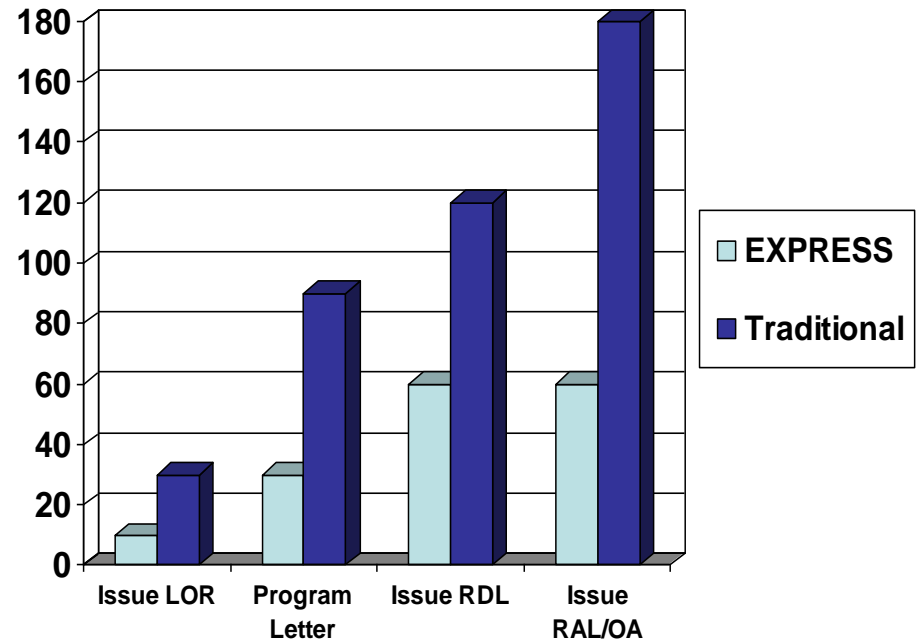
Improved customer service and wetland protection



priorities lean activities **spotlight** successes contact

OTHER SUCCESSSES

- EXPRESS Policy: 60% time reduction to approval
- Marine Fisheries regulations: reduced revisions from 28 to 4
- Permitting Application Center: one-stop customer service



THANK YOU

Janet Coit, DEM Director
E: janet.coit@dem.ri.gov

Louis Maccarone, Sr. Sanitary Engineer
E: louis.maccarone@dem.ri.gov



www.dem.ri.gov



[@RhodeIslandDEM](https://twitter.com/RhodeIslandDEM)



[priorities](#) [lean](#) [activities](#) [spotlight](#) [successes](#) [contact](#)